

**ADOPTED 2006 BUDGET****DEPT:** DEPARTMENT OF ADMINISTRATIVE SERVICES - HUMAN RESOURCES**UNIT NO.** 1140**FUND:** General - 0001**OPERATING AUTHORITY & PURPOSE**

Pursuant to Chapters 63.01 to 63.09, 63.11 and 63.13 to 63.17 of the Wisconsin Statutes and Chapter 79 of the Milwaukee County General Ordinances, this department recruits and examines candidates for all positions in the Classified Service of Milwaukee County; certifies eligibility; investigates requests for changes in classification, increases in pay and changes in personnel practices and procedures; processes unemployment compensation claims; administers the coordination and implementation of the County's affirmative action plan; manages and coordinates the details of employee benefits programs, including hospital/surgical/dental care and life insurance plans; and coordinates employee services programs dealing with behavioral/medical problems.

Pursuant to Chapter 79 of the Milwaukee County General Ordinances, the Labor Relations Division

has general responsibility for the negotiations and administration of all collective bargaining agreements, to establish labor relations training programs for supervisory staff, and to conduct on behalf of Milwaukee County all procedures ordered by the Wisconsin Employment Relations Commission, U.S. Department of Labor, or the Wisconsin Department of Industry, Labor and Human Relations.

The Employee Retirement Division administers and maintains the Milwaukee County Retirement System as established by Chapter 201 of the Milwaukee County General Ordinances. It provides for the determination of benefits and payments to all eligible employees or their beneficiaries, and monitors and reconciles all transactions affecting the retirement fund.

<b>BUDGET SUMMARY</b>				
<b>Account Summary</b>	<b>2004 Actual</b>	<b>2005 Budget</b>	<b>2006 Budget</b>	<b>2005/2006 Change</b>
Personal Services	\$ 2,649,457	\$ 2,830,595	\$ 2,796,022	\$ (34,573)
Employee Fringe Benefits	1,314,396	1,606,235	1,626,377	20,142
Services	168,683	355,568	325,074	(30,494)
Commodities	49,056	42,768	24,500	(18,268)
Other Charges	18,255	20,500	0	(20,500)
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	1,403,941	935,683	1,103,804	168,121
Abatements	(1,613,833)	(1,346,142)	(1,436,415)	(90,273)
<b>Total Expenditures</b>	<b>\$ 3,989,955</b>	<b>\$ 4,445,207</b>	<b>\$ 4,439,362</b>	<b>\$ (5,845)</b>
Direct Revenue	1,101,147	1,147,440	1,024,591	(122,849)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
<b>Total Revenue</b>	<b>\$ 1,101,147</b>	<b>\$ 1,147,440</b>	<b>\$ 1,024,591</b>	<b>\$ (122,849)</b>
<b>Direct Total Tax Levy</b>	<b>\$ 2,888,808</b>	<b>\$ 3,297,767</b>	<b>\$ 3,414,771</b>	<b>\$ 117,004</b>

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ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Central Service Allocation	\$ 0	\$ 0	\$ 0	\$ 0
Courthouse Space Rental	434,568	410,565	427,854	17,289
Document Services	28,329	1,933	0	(1,933)
Tech Support & Infrastructure	81,041	146,259	135,786	(10,473)
Distribution Services	12,606	11,606	14,387	2,781
Emergency Mgmt Services	0	0	0	0
Telecommunications	15,642	8,841	11,953	3,112
Record Center	4,721	3,590	2,764	( 826)
Radio	0	0	0	0
Computer Charges	34,087	49,605	79,044	29,439
Applications Charges	308,726	111,683	122,819	11,136
<b>Total Charges</b>	<b>\$ 919,720</b>	<b>\$ 744,082</b>	<b>\$ 794,607</b>	<b>\$ 50,525</b>
<b>Direct Property Tax Levy</b>	<b>\$ 2,888,808</b>	<b>\$ 3,297,767</b>	<b>\$ 3,414,771</b>	<b>\$ 117,004</b>
<b>Total Property Tax Levy</b>	<b>\$ 3,808,528</b>	<b>\$ 4,041,849</b>	<b>\$ 4,209,378</b>	<b>\$ 167,529</b>

\* These costs are included in other departmental and non-departmental budgets. They are reflected here to show the "total" amount of tax levy support for this Department.

PERSONNEL SUMMARY				
	2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Personal Services (w/o EFB)	\$ 2,649,457	\$ 2,830,595	\$ 2,796,022	\$ (34,573)
Employee Fringe Benefits (EFB)	\$ 1,314,396	\$ 1,606,235	\$ 1,626,377	\$ 20,142
Position Equivalent (Funded)*	52.8	53.3	53.1	(0.2)
% of Gross Wages Funded	82.0	95.1	95.5	0.4
Overtime (Dollars)**	\$ 69,481	\$ 24,996	\$ 6,000	\$ (18,996.0)
Overtime (Equivalent to Position)	1.5	.5	.1	(0.4)

\* For 2004, the Position Equivalent is the budgeted amount.

\*\* Delineated for information. (Also included in personal services.)

PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Labor Relations Specialist 3	Abolish	1/1.0	Labor Relations	\$ (56,428)
Employee Services Coordinator	Abolish	1/1.0	ERS/Benefits	(53,168)
Employment Relations Manager	Create	1/1.0	Director's Office	59,454
Management Asst Human Resources	Abolish	1/1.0	Director's Office	(33,172)
Clerical Assistant 1 (NR)	Abolish	1/1.0	Director's Office	(26,594)
Administrative Assistant (NR)	Abolish	1/1.0	Director's Office	(33,172)
			<b>TOTAL</b>	<b>\$ (143,080)</b>

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ORGANIZATIONAL COST SUMMARY					
DIVISION		2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Labor Relations	Expenditure	\$ 595,449	\$ 708,813	\$ 636,290	\$ (72,523)
	Abatement	(\$18,228)	(\$22,952)	(23,000)	(48)
	Revenue	\$0	\$0	0	0
	Tax Levy	\$ 577,221	\$ 685,861	\$ 613,290	\$ (72,571)
General Office	Expenditure	\$ 3,576,681	\$ 3,975,596	\$ 4,010,187	\$ 34,591
	Abatement	(\$1,442,811)	(\$1,252,450)	(1,338,706)	(86,256)
	Revenue	\$7,985	\$6,500	9,200	2,700
	Tax Levy	\$ 2,125,885	\$ 2,716,646	\$ 2,753,281	\$ 36,635
ERS/Benefits	Expenditure	\$ 1,431,658	\$ 1,106,940	\$ 1,138,300	\$ 31,360
	Abatement	(\$152,794)	(\$70,740)	(74,709)	(3,969)
	Revenue	\$1,093,162	\$1,140,940	1,015,391	125,549
	Tax Levy	\$ 185,702	\$ (\$104,740)	\$ 48,200	\$ (56,540)

### MISSION

Human Resources will negotiate and administer responsible and cost-effective collective bargaining agreements for Milwaukee County and will provide Milwaukee County government with an equitable and effective system for the recruitment, classification, development, and retention of a competent and culturally diversified workforce through the timely creation of appropriate eligibility lists; the maintenance of competitive compensation, benefits and pension programs; the training of County employees; and strict adherence to Federal, State and County laws, regulations and policies.

### DEPARTMENT DESCRIPTION

The Department of Administrative Services-Human Resources includes the following sections: General Office, Labor Relations and Employee Retirement System/Benefits.

The **General Office** has three sections, the Director's Office, Workforce Development and the Departmental Services Section.

The *Director's Office* directs human resource programs, assigns projects and coordinates the work of the operating sections; submits the annual departmental budget; presents all Department recommendations to the Civil Service Commission and the Personnel Committee of the County Board; serves as staff to the Personnel Committee; analyzes and reports on legislation affecting the human resource function in Milwaukee County; directs the implementation of the automated personnel system; provides support and assistance

in labor contract negotiations; and provides analysis, recommendations and implementation of new approaches to human resource administration. The Director of Human Resources serves as ex-officio member of the Pension Board, and delegates the Deputy Director to serve as secretary of the Civil Service Commission. A key function of this office is workforce planning. Workforce planning forecasts and identifies the County's human resources requirements, and develops the recruitment and training strategies necessary to meet them. Activities include the assessment of County recruitment and training needs and priorities; the planning, coordination and direction of recruitment activities and staff development programs.

*Employee Benefits* provides ongoing analyses of all current employee benefits and new benefit options while administering the Conventional Medical and Dental Plans, Health and Dental Maintenance Organization Plans, Basic and Optional Life Insurance Plans, Short-term Disability Insurance, Medicare and the Dependent Care Voucher Reimbursement Program. The Section maintains enrollment records for active and retired employee members and their dependents; confers and corresponds with County officials, employees, retirees, the public and industry-related agencies regarding benefits programs; monitors our providers on medical and dental claim payments and utilization review services; administers special projects relating to cost-containment and employee wellness; and directs the Employee Assistance Program for personal/behavioral/medical problems affecting job performance.

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*Workforce Development* plans and coordinates staff development programs and assists other County departments with specialized training applications. This unit also assists in the design and implementation of the County's affirmative action and equal employment opportunity programs to maintain a diverse workforce. Activities include compiling information on the status of various protected groups in the County classified and unclassified service; reviewing class specifications to ensure compliance with equal opportunity guidelines, and developing reports necessary to comply with State and Federal requirements and the Federal Court Order.

The *Departmental Services Section* reflects a centralized administrative services model based on the Department of Administrative Services reorganization plan. Teams of human resource professionals are re-deployed into departments to serve major functional areas.

Departmental Services also develops, administers and monitors employee selection processes for all positions in the Milwaukee County Classified Service and, upon request, for positions in the unclassified service. This effort includes the assessment of job specifications and minimum qualifications; the development and administration of applicant examinations; and the certification of qualified candidates to department heads and appointing authorities. Implicit in this activity is the responsibility of administering employee selection in compliance with prevailing Milwaukee County, State, Federal and labor-negotiated parameters, any or all of which may impact related hiring procedures, e.g., transfer, layoff, promotion, demotion, reinstatement, and salary adjustment obligations. In addition, the Section is responsible for activities supporting the retention of employees within the Milwaukee County Classified Service, as well as the maintenance of appropriate records and reports.

**Labor Relations** negotiates and administers all collective bargaining agreements, establishes labor relations training programs for supervisory staff and conducts all procedures ordered by the Wisconsin Employment Relations Commission, U.S. Department of Labor, or the Wisconsin Department of Workforce Development. All matters relating to labor relations introduced to the County Board are normally referred to Labor Relations for recommendation. In addition, the Section may, under the direction of the County Board Personnel Committee, carry out those procedural responsibilities delegated to that committee by

Chapter 80 of the Milwaukee County General Ordinances, and annually review the wages, hours and conditions of employment of all employees not represented for purposes of collective bargaining, and submit recommendations thereon to the County Board of Supervisors each year for the following year. This Section studies requests for reallocations, changes in compensation policies and practices and calculates the fiscal impact of these actions; maintains current and classification standardization schedules; maintains salary provisions mandated by labor contracts or County Ordinances; maintains and implements provisions of the Executive Compensation Plan; and prepares changes to County Ordinances reflecting various personnel actions.

**Employee Retirement System (ERS)** administers the Milwaukee County Employee Retirement System (ERS), manages the funds of the Retirement System in accordance with Pension Board actions, and maintains the general ledger and related books of the Retirement System. The unit also maintains enrollment, service and salary records for Retirement System members; calculates retirement and death benefits; processes monthly pension payroll; and prepares withdrawals for terminating members. The ERS Manager serves as Secretary of the Pension Board.

### BUDGET HIGHLIGHTS

- Personal Services expenditures without fringe benefits decrease by \$34,573, from \$2,830,595 to \$2,796,022. Funded positions decline by .2 from 53.3 to 53.1. In an effort to improve office efficiency and expedite staffing requests made by other departments, five vacant positions are abolished and replaced with one Employment Relations Manager in the Director's Office.

Since 2003, Human Resource's has been paying the full salaries of six positions (position numbers 76550, 77030, 00019, 65840, 00019, 06980) assigned to other departments and agencies. The charges for these six employees for 2006 would amount to a decrease of \$617,138 in expenses for DAS-Human Resource's. However, the requested 2006 budget maintains the status quo and these six positions are again not cross-charged out to the host departments and agencies. DAS-Fiscal will undertake a review of these crosscharges in 2006 to determine the appropriate alignment of expenses.

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- Revenue derived through administrative charges for COBRA health insurance processing is reduced from the 2005 level of \$34,000 to \$2,800. This reduction reflects the removal of per account administrative fees charged to users. The \$2,800 represents 2% of account premiums.
- The Retirement System is crosscharged \$115,224 by IMSD for one position dedicated to implementing the new system.
- All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred

against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

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<b>ACTIVITY AND STATISTICAL SUMMARY</b>				
	<u>2003 Budget</u>	<u>2003 Actual</u>	<u>2004 Budget</u>	<u>2005 Budget</u>
<b>A. Training and Employee Relations</b>				
ER/AA Complaints/Investigations	113	3	90	15
Employee Training Classes	75	61	80	70
Training Class Participants	3,700	1,231	2,000	1,400
Tuition Loans	150	91	130	100
<b>B. General Government/Countywide</b>				
Payroll/Personnel Transactions Processed	15,000	14,000	14,000	12,500
Personnel File Maintenance	38,000	37,000	30,000	28,000
Unemployment Compensation Forms Processed	2,530	4,920	3,500	3,500
Unemployment Compensation Payments Issued	7,350	11,460	9,500	9,500
Unemployment Compensation New Claimants	525	806	550	550
Data Element Update Transactions	85,000	88,000	80,000	76,000
Total Applications Received	18,000	12,977	12,000	13,000
Exams Announced	50	79	50	70
Exams Administered	1,600	1,024	1,800	1,200
Exam Analysis Review	50	79	50	80
Certification Requests Processed	750	451	650	500
Candidates Certified	24,000	19,158	22,000	20,000
New Positions Studied for Proper Classification	50	147	50	150
Current Positions Studied for Proper Classification	100	235	200	100
Layoff/Placements	300	371	150	150
Transfers Processed	300	115	200	140
<b>C. ERS/BENEFITS</b>				
Health, Dental, Life Premiums				
Employee COBRA Payments Collected	\$7,254,764	\$7,216,383	\$7,013,192	\$7,112,579
Group Benefits Plans Administered	14	14	14	14
Health Plan Contracts	10,861	10,536	10,815	10,510
Dental Plan Contracts	5,710	5,204	5,575	5,071
HCN PPO Savings Realized	\$5,948,701	N/A	N/A	N/A
Lives Insured	10,312	10,019	10,349	9,871
Life Insurance Claims Administered	N/A	N/A	220	235
Medicare Notifications Issued	N/A	N/A	288	295
Total Retirement System Assets (in millions) December 31	\$ 1,700	\$ 1,494	\$ 1,500	\$ 1,700
Active Members 1/1	9,360	7,169	7,000	6,500
New Enrollments	550	332	350	350
Terminations	200	204	200	150
Withdrawals	20	11	10	10
Deaths of Active Members	20	15	10	10
Retirements Granted	400	290	600	200
Active Members 12/31	9,270	6,981	6,530	6,480
Retirement Members 1/1	6,650	6,678	6,800	7,050
Benefits Granted	400	290	600	200
Benefits Terminated	250	270	250	300
Retirement Members 12/31	6,800	6,698	7,150	6,950
Active OBRA Members 1/1	8,200	8,294	8,600	9,050
New OBRA Enrollments	700	563	600	600
5-Year Terminations	300	172	250	200
Active OBRA Members 12/31	8,600	8,685	8,950	9,450